

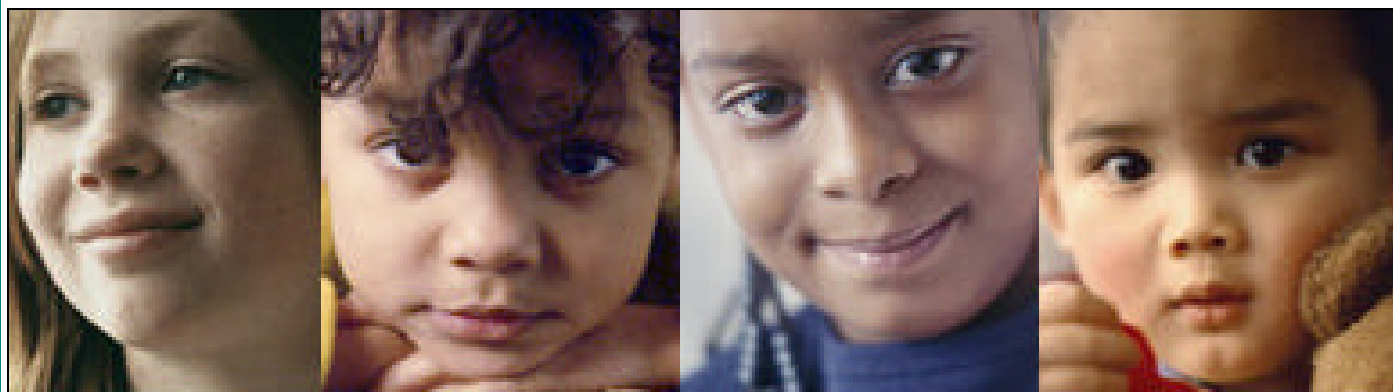


MONROE COUNTY DEPARTMENT  
OF HUMAN AND HEALTH SERVICES

# PREVENTIVE SERVICES

## 2003

# ANNUAL REPORT




## **"Why invest in Preventive Services?"**

This question is often heard, especially when financial times are tough. Perhaps an explanation of the meaning of preventive services in the context of Child Welfare practice will help clarify why it is so important. Child safety, permanency and well-being are the core outcomes of Child Welfare. They are also important goals for the entire community.

Raising healthy children is often a demanding process with many twists and turns. There are times some parents are not up to the task and government must intervene on behalf of the children. Some children may need to be placed in foster care but many can remain safely at home with support, intervention and treatment.

Monroe County has developed a strong network of contracted preventive programs that are not only less costly than foster care; they preserve families, which is so vital for a child's development.

The following report is a summary of the 2003 annual survey completed by the preventive agencies. We dedicate this report to those workers who go the extra mile to help the community's most vulnerable families. Hats off to you...

Mary Ann Gattalaro   
Casework Supervisor  
Preventive Services Unit

## **Administration**

### County Executive

Maggie Brooks

### Acting Director, DHHS

Joseph M. Martino

### Acting Manager, Child and Family Services

Dan Ross

### Administrative Caseworker

Tom Corbett

## **Preventive Staff**

### Casework Supervisor

Mary Ann Gattalaro

### Senior Caseworker

Paula Kittelberger

### Caseworkers

Olga Agron

Mary Corbitt

Gladys Garcia

Karen Miller

Beatrice Parks

Alma Thomas

## **Our Partners**

Berkshire Farms Center

Catholic Family Center

Cayuga Home for Children

Family Resource Centers of  
Rochester

Family Service of Rochester

Hillside Children's Center

Ibero American Action League, Inc.

Lifetime Assistance, Inc.

Linden Oaks

Monroe County Office of Probation

Mt. Hope Family Center

Society for the Protection and Care  
of Children

St. Joseph's Villa

University of Rochester, Strong  
Memorial Hospital

Urban League of Rochester

## ***Mission Statement***

The Preventive Services Unit, a division of the Monroe County Department of Human and Health Services, is committed to contracting for the most effective, efficient, and accessible services for families whose children are at risk of placement out of the home. These services are intended to prevent foster care placements, hasten the return home of children already in placement, divert youth from entering the Family Court system, prevent and reduce incidents of child maltreatment and strengthen family life.

## ***Message from Dan Ross, Acting Manager of Child & Family Services***

It has been a difficult year and a half for the Preventive Agencies that serve Monroe County's children and families. They have had to make difficult, painful reductions as a result of the continuing need to reduce county spending. In doing this they have remained open to implementing new, evidence based program models and have been willing to re-think everything they do in an effort to do more with less. A striking example of this willingness to re-think and collaborate is the implementation of a new parenting curriculum in many agencies.

"The Incredible Years" is an evidence-based program that has been proven effective. Moreover, the use of a common curriculum means that parent educators have peers who they can talk to and workers throughout the community know what their clients will be receiving when they attend parent training.

In the coming year we are going to be facing a new challenge and a new opportunity when New York State implements the case management modules in Connections. This will mean that there will be a single electronic case record for a family and that all staff working with a child or family will have access to the information they need to do their jobs. It will also require that we re-think the way we do business and build new relationships with each other. I believe this will be a major challenge for all of us but I am absolutely confident that we will do it well and that Monroe County will be a model for the rest of the state.

*Report written by Katie Castern, consultant to the Department of Human and Health Services.*

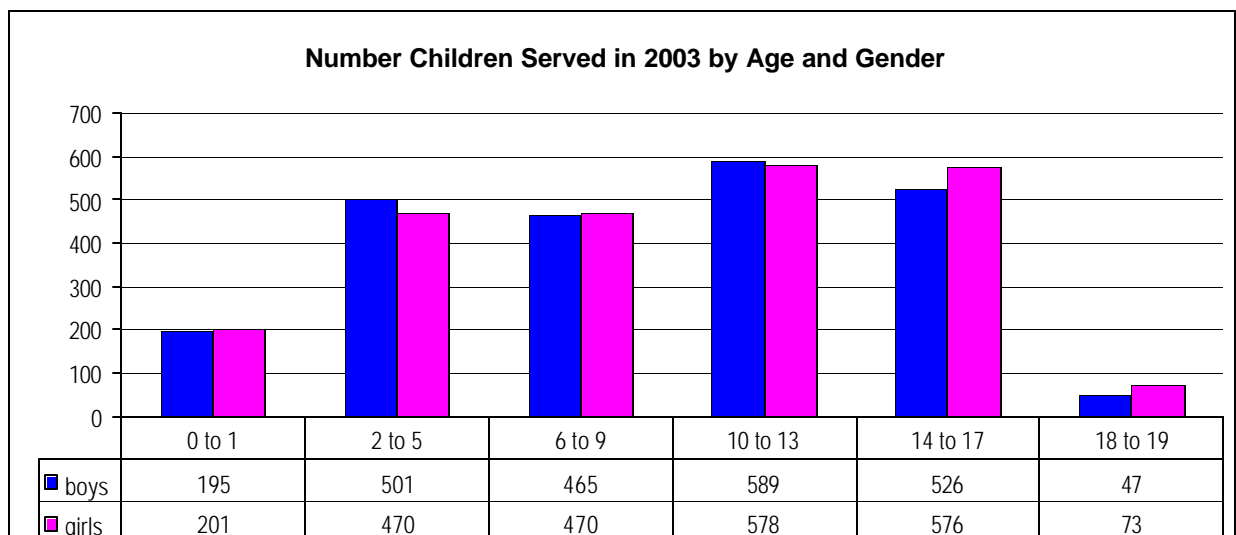
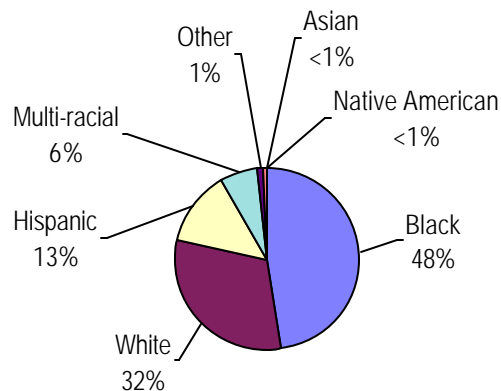
# ANALYSIS OF DATA FROM THE 2003 PREVENTIVE SERVICES ANNUAL SURVEY

## Numbers Served in 2003:

- 2,062 Families
- 4,677 Children

**The capacity of Preventive Services Programs was reduced by 8 % during 2003.**  
Total program slots were reduced from 1,087 on January 1 to 997 by December 31.

## Children Served in 2003 by Race



**Preventive Services Outcomes:  
Foster Care and Child Abuse Avoidance**

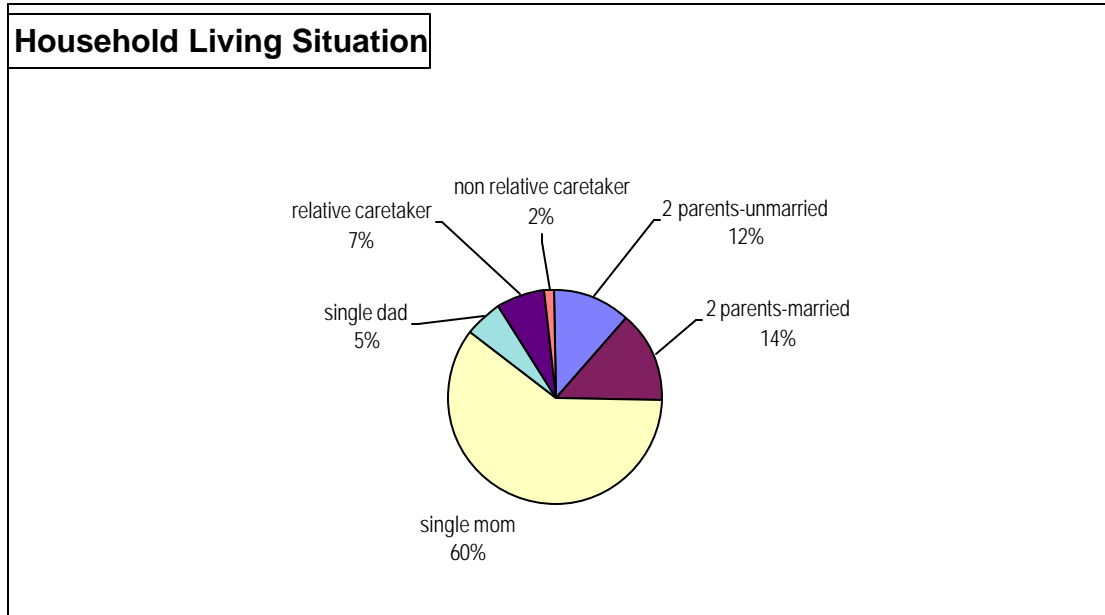
- 85 children were placed in foster care in 2003, accounting for 2% of the children served. Therefore, **98%** of children served **avoided foster care** placement in 2003.
  
- 106 families had new indicated Child Protective Services complaints during 2003. This represents 5% of the families served. Therefore, **95%** of families **avoided new CPS** reports in 2003.
  
- Of the **470 children** who were **in placement** at start of services, **152**, or **32%**, **returned home** during the duration of services.

<b>Comparison of Outcomes in Recent Years</b>				
	<b>2003</b>	<b>2002</b>	<b>2001</b>	<b>2000</b>
Avoidance of Foster Care	98%	98%	97.3%	97.6%
Avoidance of Indicated CPS	95%	85%	96%	97%

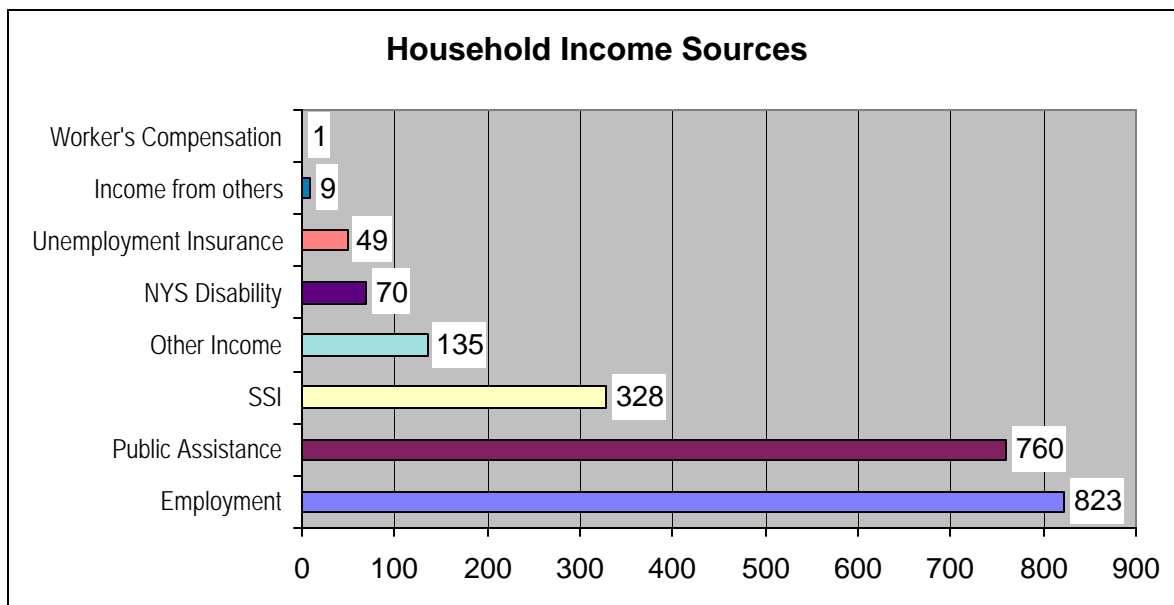
<b>Comparison of the Average Annual Costs per Child of Preventive Services and Foster Care in 2003</b>	
Residential Care	\$95,362
Purchased Family Care	\$31,891
DHHS Family Care	\$22,377
<b>Preventive Services</b>	<b>\$1,677</b>

## Characteristics of Families Served by Preventive Services in 2003

The majority of households served were headed by a single mother.

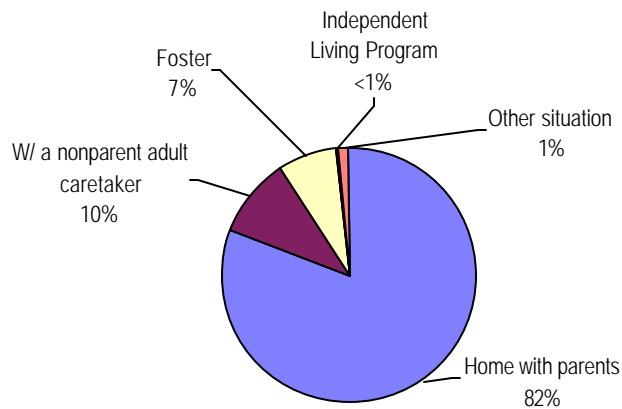


The most common income source for households served in 2003 was employment, with public assistance the second most common. There are more income sources listed than total households because many households have more than one source of income.



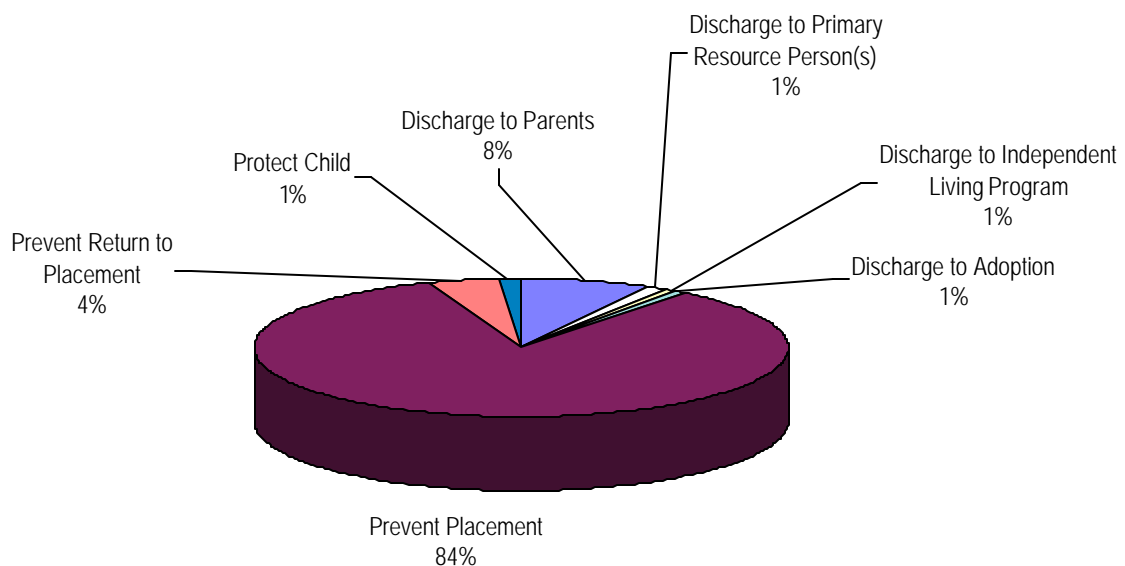
**Children's Living Situation and Permanency Planning Goals** - As a major goal of Preventive Services is to prevent out of home placement, it is logical that the majority of children served in 2003 were living at home with their parent(s).

### Children's Current Living Situation

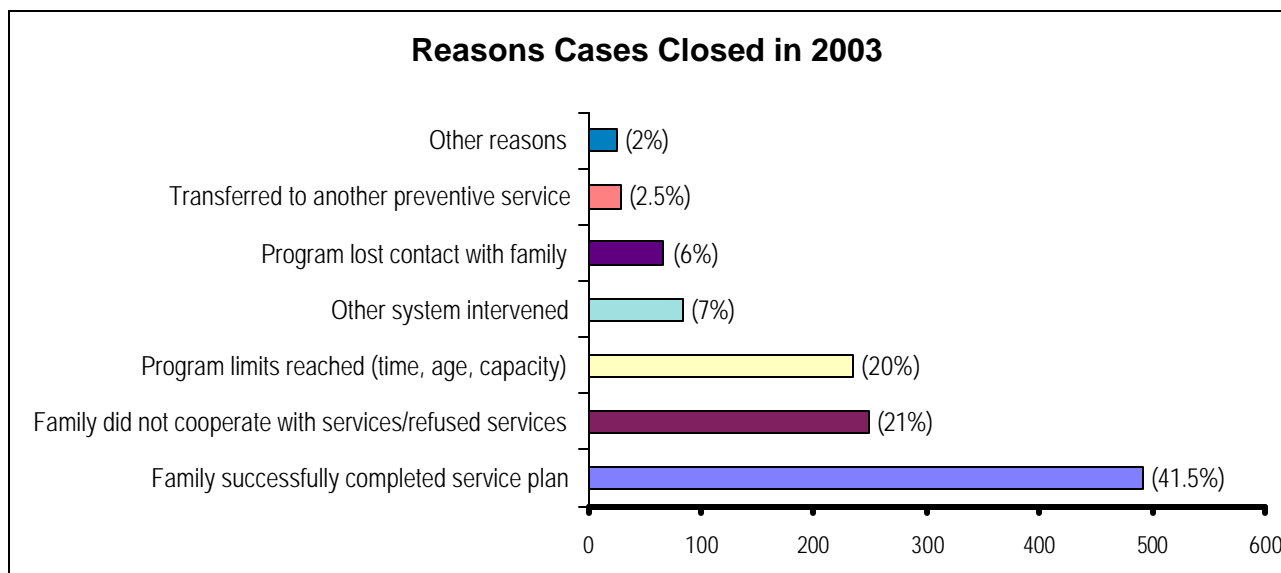


The permanency planning goal for the majority of children served in 2003 was to prevent an out-of-home placement.

### Permanency Planning Goals



**Reasons for Case Closings in 2003** - The programs reported that a total of 1179 cases closed during 2003. The following chart shows the various reasons for the closings.



**Clients' Presenting Problems** - The families served by Preventive Services often have multiple problems and complex needs. The following statement from the Strong Health Social Work Preventive Program illustrates the difficult circumstances faced by many preventive clients:

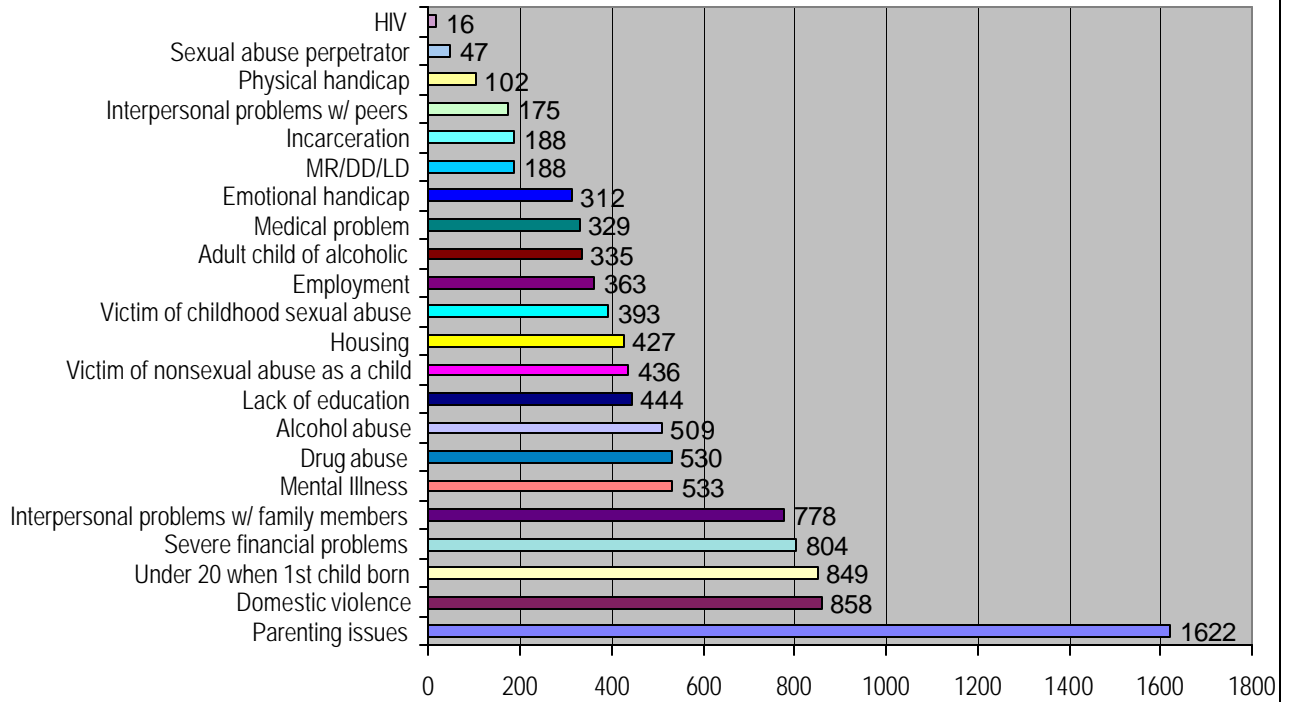
*Whether adolescent or adult, in 2003 more than 50% of the mothers experienced domestic violence which suggests that just as many children bore witness to domestic violence and/or were victims themselves. Forty percent of the mothers served reported a history of sexual abuse. Not surprisingly, nearly 50% of our client families experienced mental health problems, though many did not receive treatment. And perhaps the clearest indicator of their vulnerability is persistent poverty. In 2003, only 7 out of a total of 57 were self-supporting. The majority of these families received public assistance or Supplemental Security Income in 2003. Despite welfare reform, and a host of programs to facilitate and sustain entry in to the workforce, these families are having tremendous difficulty in this arena. They are impeded by inadequate education, various disabilities, mental health problems, and complex systems that are difficult to navigate. Meanwhile, they are trying to raise children in environments that are unsafe and potentially harmful to their growth and development.*

The programs were asked to report on the number of children and caretakers they served who had various presenting problems in 2003. Their answers are detailed on the charts below. Note that an individual person could be counted as having more than one problem.

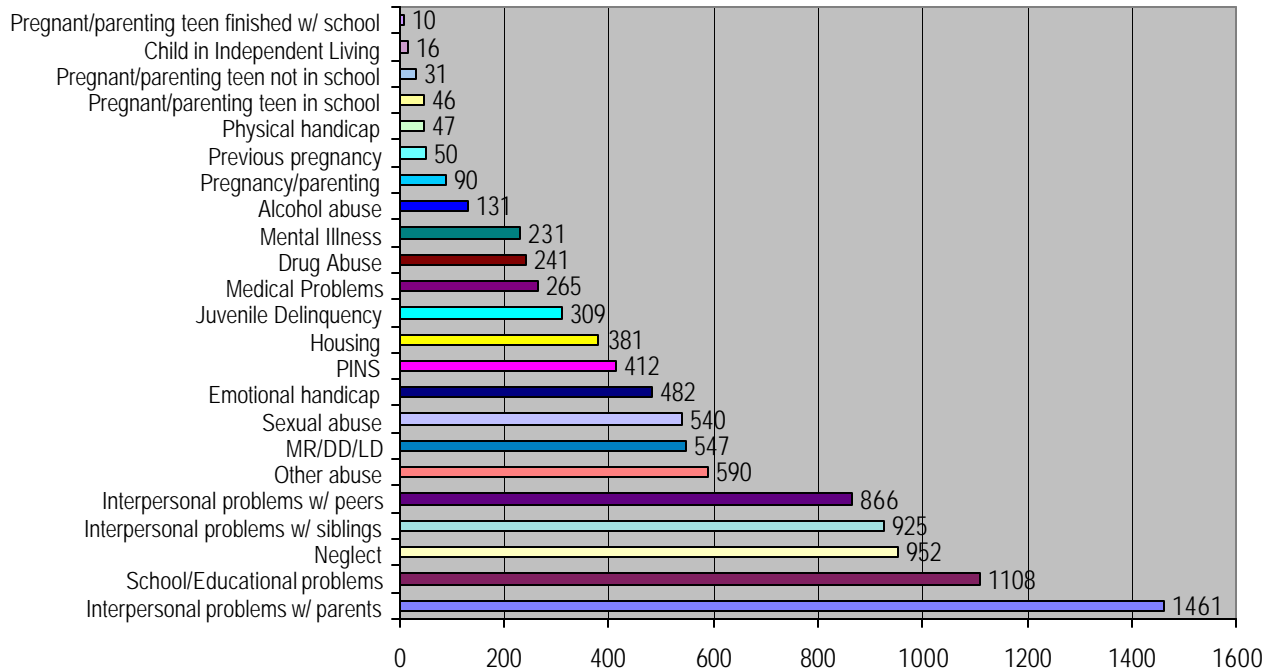
That the most common problem for children is interpersonal problems with their parents and the most common problems for parents are parenting issues and domestic violence suggests that the largest challenges that the families in Preventive Services face involve relationships within the family.



### Presenting Problems of Caregivers in 2003



### Presenting Problems of Children Served in 2003

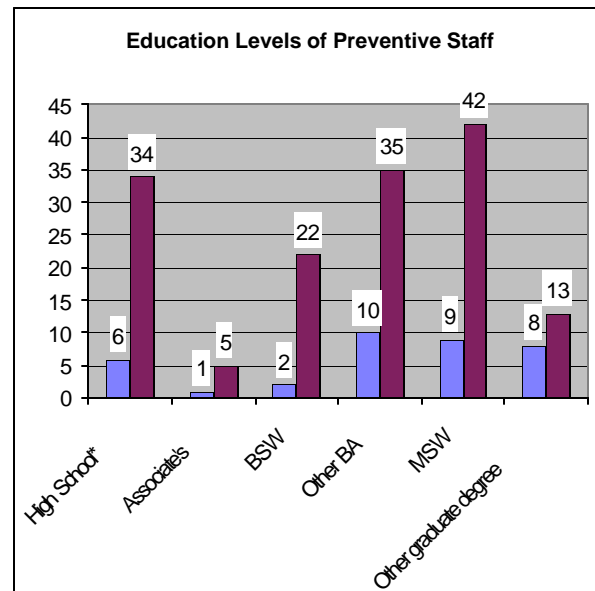
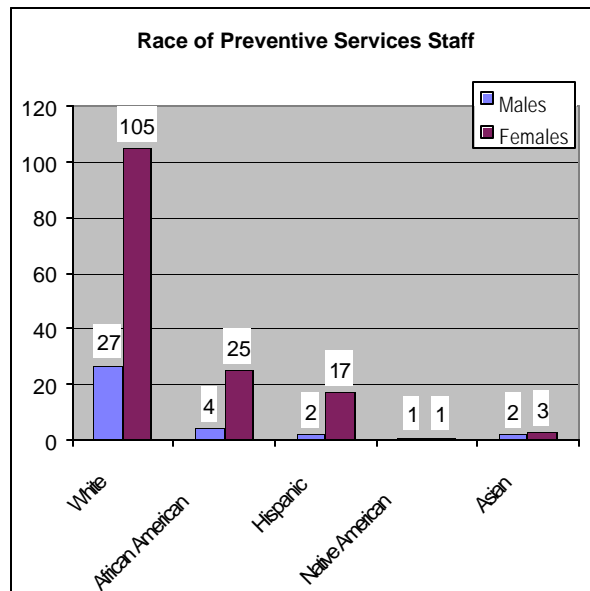


**Preventive Program Staff** - The total number of staff decreased by 8% during 2003. This followed an 8% decrease in staff in 2002.

	Supervisors	Workers	Aides	Clerical Staff	Other Staff	Total
Number of Staff as of 1/1/03	39	101.5	12	21.25	19	<b>192.75</b>
Number of Staff as of 12/31/03	36	94.5	7	23.25	17	<b>177.75</b>
*FTE as of 1/1/03	25.99	84.1	6	10.31	8.33	<b>134.73</b>
*FTE as of 12/31/03	21.54	76.43	1	10.36	8.61	<b>117.94</b>
*FTE Vacancies as of 12/31/03	0	4.5	1	0	0	<b>5.5</b>

\*Full-time equivalent

Eighty percent of the staff are female. Seventy percent are white, 15% are African-American, and 11% are Hispanic.



\*Most are college students working as part-time aides.

Preventive Services staff are highly skilled workers. Seventy-five percent have at least a Bachelor's degree. Twenty-seven percent have Master's degrees in Social Work, and an additional 11% have other graduate degrees. In addition, the programs reported that a total of 23 female and 2 male staff are fluent in Spanish. This represents 13% of the total staff.

## **PREVENTIVE SERVICES PROGRAM HIGHLIGHTS OF 2003**

**THE INCREDIBLE YEARS** - Eight agencies (Catholic Family Center, Family Resource Centers of Rochester, Family Service of Rochester, Ibero-American Action League, Inc., Mental Health Association/Better Days Ahead, Mt. Hope Family Center, Society for the Protection and Care of Children (SPCC) and the Urban League) and the Monroe County Department of Human and Health Services teamed up to deliver the Incredible Years to the Rochester area. The Incredible Years is a nationally recognized, award-winning parent training program that has been demonstrated through rigorous evaluation to be effective. Eighty-four parents, most of them Preventive Services clients, participated in the program in 2003. 100% of participants reported that Incredible Years was a positive service and 98% said they would recommend it to friends or family. The majority of participants who completed the program showed positive changes as reflected by a pre- and post-test instrument on parenting practices, such as use of consistent, appropriate discipline, praising children and playing with children.

### **THE FOLLOWING ARE SOME OF THE HIGHLIGHTS REPORTED BY PROGRAMS ON THE ANNUAL SURVEY**

#### **Berkshire Farms**

16 youth served by Alternatives to Placement avoided institutional placement in 2003, thereby saving Monroe County an estimated \$1,040,000. This estimate is based on \$1,344,208 (the cost of placing 16 youth at \$84,013 each, which is the average annual cost for placements in Monroe County) minus \$304,208, the cost of the Alternatives to Placement program.

#### **Cayuga Home's Functional Family Therapy Program**

- Cayuga Home's staff has gone above and beyond the training requirements of implementing Functional Family Therapy, a nationally recognized treatment model that has been proven through rigorous evaluation to be effective.
- Of the 28 families on which outcome data was obtained in 2003, almost all reported improvements in their communication skills, their adolescent's behavior, their own parenting skills and supervision of their children, and degree of family conflict.

#### **Family Service of Rochester**

When FSR's preventive programs noted an increase in the amount of parents with poor parenting, they were able to respond by placing a greater focus on offering direction to parents related to their parenting skills. This approach proved helpful in achieving good outcomes.

#### **Ibero American Action League**

Using an interdisciplinary team approach, Ibero collaborated with Catholic Family Center to provide Families for Recovery, a strengths-based program for families affected by substance abuse. In 2003, this program had a 108% utilization rate. Ninety percent of families whose cases closed included parents who either started an educational program or gained employment.

**Lifetime Assistance** served 13 families with a total of 40 children in 2003 and reported that none had a report to CPS. A number of parents in the program obtained gainful employment during the year and the program assisted several families in stabilizing their housing situations by avoiding eviction and obtaining Section 8 housing assistance. The program assisted one family in receiving a donated minivan from a local car dealer.

### **Catholic Family Center**

- CFC's Preventive Services programs were selected for the United Way's 2003 Gold Award for programs in the United Way's Kids on Track impact area. This award is given to programs that exemplify quality in all aspects of United Way's performance management process.
- The Families Take Time - Failure to Thrive Program exceeded its program goal for positive weight gain among children served in 2003.
- The General Preventive Program continues to be almost fully utilized at 99%.
- 100% of families served by the Sex Abuse Treatment – Crisis Intervention program avoided further sexual exploitation. 100% of children served by this program also avoided foster care placement in 2003.

### **Hillside Family of Agencies**

- Outcome results from the Family Assessment Form data in 2003 show that HCC staff/services have had a significant positive impact on family functioning. 69% of clients showed improvement in caregiver/child interaction and 79% in Developmental stimulation.
- The dedicated staff of the in-home diversion program, some of whom have as many as 17 and 20 years of experience, further developed their skills this year by participating in trainings on Safety in the Community, Increasing Cultural Awareness and Competence, and Brief Therapy Methods.
- Client satisfaction surveys from the Family Preservation program were positive, with the majority of parents reporting that they learned how to keep their families safe, how to manage conflict better, how to communicate better, how to handle their emotions and find help when they need it. On a 90-day post-intervention follow-up, over 90% of families were able to avoid foster care 90 days after services ended.

**Monroe County Probation's Juvenile Intensive Services Program** utilized Aggression Replacement Training, which involves both probationers and their parents in learning new coping skills, and conducted a Substance Abuse Education group for clients and a sex offenders treatment group.

- Family Court has confidence in the quality of JISP's services and actively supports the program.
- In 2003, 41 youth were successfully diverted from out of home placement, a 76% success rate. At an annual average cost of \$84,013 per placement, minus \$195,989 Preventive monies, this translates into a cost savings of \$3,248,544 for Monroe County.

### **Mt. Hope Family Center**

- MHFC was one of only ten sites across the country to be chosen to be part of a National Demonstration Project for the Treatment of Child Abuse and Neglect.
- Afterschool Program staff found success with utilizing the 1-2-3 Magic method of behavior management. In the 2002-2003 service period, there were 95 incidents of serious behavior problems requiring crisis intervention by staff. Since the program began using the 1-2-3 Magic method of behavior management in the 2003-2004 period, there have only been seven such incidents.
- In 2003, 91% of families served by MHFC's preventive programs demonstrated improvement in one or more of the following areas: parenting skills, knowledge of child development, more stable living arrangements, parent-child relationships, and socio-emotional functioning. 98% of children served showed improvement in one or more of the following areas of functioning: cognitive achievement, motor skills, socio-emotional development, and language performance.
- Dante Cicchetti, PhD., the Director of MHFC, is being honored by the American Psychological Association with the Senior Career Award for Distinguished Contributors to Psychology in the Public Interest.

### **Society for the Protection and Care of Children**

- SPCC's Supervised Visitation program wrote a grant and received money for new furniture, toys and family activities for their waiting room and all four of their visitation rooms. The Supervised Visitation program also used numerous volunteers.
- SPCC's Supervised Visitation program served as a model program for two neighboring counties that are developing supervised visitation programs.
- 100% of Teen Age Parent Support Services participants avoided subsequent pregnancies in 2003. 81% of participants eligible for employment- not full time students or in late-term pregnancy- got and retained employment by case closing. 79% were involved in education or had completed high school by case closing. 7 teens started college in 2003. 86% who completed a Family Assessment Form showed improvement in their parent-child relationship.

### **Strong Health Social Work Program**

- 100% of children in the program are up to date on required immunizations.
- 100% of families have health insurance.
- 91% of mothers did not have a repeat pregnancy in 2003.

### **St Joseph's Villa**

A volunteer softball coach organized a team of middle school students.

### **Urban League's Family Consultant Program**

- Staff received intensive training.
- 20 program participants completed consumer credit seminars, 5 completed the Urban League's Job Development program and 4 completed an 8-week Entrepreneur Training Program. 13 children completed an 8-week Anger Management group.
- 95% of teenaged girls served between 12 and 17 avoided pregnancy.

## **PREVENTIVE SERVICES PROGRAM CHALLENGES IN 2003**

**I. Monroe County's financial condition led to many service cuts in the community in 2003.** Funding reductions to Preventive Services have led to staff lay-offs, reductions in program capacity, the merging of some programs and the elimination of others. Program reported being forced to cut staff hours, having difficulty retaining well-trained staff, and having to increase staff caseloads to deal with funding cuts. There was a 13% reduction in the number of full-time equivalent staff in 2003.

In addition to cuts to their own budgets, several programs noted the general reduction in community resources available to their clients. Cuts to local resources such as day care, respite **services, bus passes, special funds, and mental health and medical services** have all led to increased hardship for vulnerable families.

**II. A new emphasis on targeting resources to families where there is a more imminent risk of foster care has led to a greater concentration of high-risk/high-need families in Preventive Services.** Programs are receiving a larger proportion of their referrals from Child Protective Services and fewer from community sources.

Out of the 14 contracted agencies, eight reported that the families they served in 2003 were facing more intense and complex challenges than in previous years. For example, one program reported experiencing an influx of parents with serious mental health issues. Others reported that families appear to have higher needs, be facing more mental health problems, developmental disabilities, and untreated chemical dependencies, and be at higher risk for child maltreatment. Some programs reported that their caseloads appear to be more concentrated in poor areas of the community with high rates of crime. Programs had to rise to the challenge of engaging and serving families with more difficult circumstances. One program reported that they met this challenge by having supervisory staff take on case management responsibilities in order to adequately manage more complex and difficult cases.